

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400 BOX 1000
APO AE 09128

DIRECTIVE
NUMBER 30-10

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PERSONNEL

Contingency Individual Augmentation Tasking and Management Procedures

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1. **Summary.** This Directive is the HQ USEUCOM supplement to CJCSI 1301.01, establishing policies and procedures for assigning Individual Augmentation to support Joint Contingency Operations, primarily, Joint Task Force Headquarters, HQ USEUCOM, NATO Crisis Establishment Billets, and other Joint Contingency Operations. This directive establishes timelines to assign individual augmentation to support Joint Chiefs of Staff (JCS) JTF Exercise requirements as well. Individual augmentation will not be used to fill vacancies resulting from non-contingency temporary duty (TDY/TAD), leave, or to circumvent HQ USEUCOM manning restrictions.
 2. **Applicability.** This Directive applies to the HQ USEUCOM staff, its components, a standing Joint Task Force, or other HQ USEUCOM elements involved with requesting and validating individual augmentation requirements (Joint Billets) to support Joint Task Force Headquarters, Contingency Operations, HQ USEUCOM, and NATO Crisis Establishment requirements. HQ USEUCOM (ECJ1) is the authority for individual personnel support, and will task for all USCINCEUR validated individual personnel requirements.
 3. **Internal Control Systems.** This directive contains no internal control provisions, and is not subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.
 4. **Suggested Improvements.** The proponent for this directive is the Operations and Policy Division, Manpower, Personnel, and Administration Directorate. Suggested improvements should be forwarded to HQ USEUCOM/ECJ1-OO, Unit 30400, Box 1000, APO AE 09128.
 5. **References.**
 - a. Joint Pub 1-02, Dictionary of Military and Associated Terms with JMTGM Changes, 29 June 1999.
 - b. Joint Pub 5-00.2, Joint Task Force (JTF) Planning Guidance and Procedures, 13 January 1999.

c. CJCSI 1301.01, Policy and Procedures to Assign Individuals to Meet Combatant Command Mission-Related Temporary Duty Requirements, 30 October 1998.

d. CJCSM 1600.01, Joint Manpower Program Procedures, 30 April 1998.

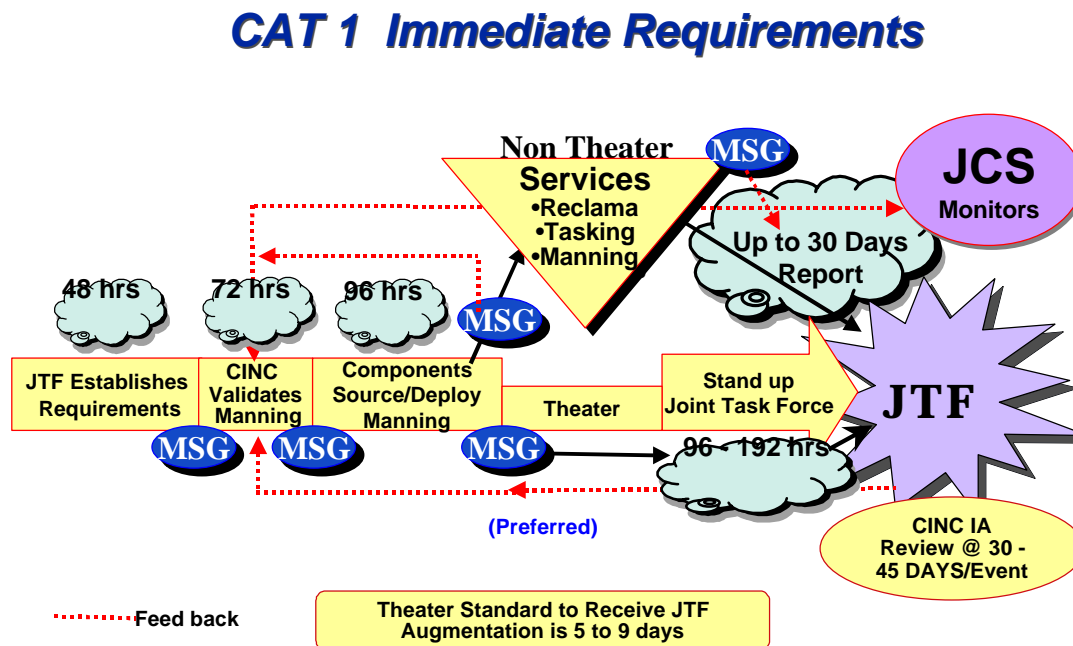
e. ED 55-11 with Change 1, Joint Task Force Headquarters Policies, Procedures, and Organization, 10 Aug 99.

6. Explanation of Terms.

a. **Individual Augmentation (IA).** Temporary assignment of personnel to meet combatant CINC requirements for assigned missions, operations or contingency requirements. Individual augmentation is divided into two categories: (1) Immediate and (2) Routine.

(1). **CAT 1 - Immediate:** Immediate IA requirements are typically short-notice in response to a National Command Authority (NCA)-directed CJCS PLANORD, WARNORD, DEPOORD, or EXORD. The nature of the contingency, usually a crisis, requires USCINCEUR components to provide augmentation within a very short response time to meet an emerging contingency, i.e., establishment of a Joint Task Force Headquarters. See Figure 1.

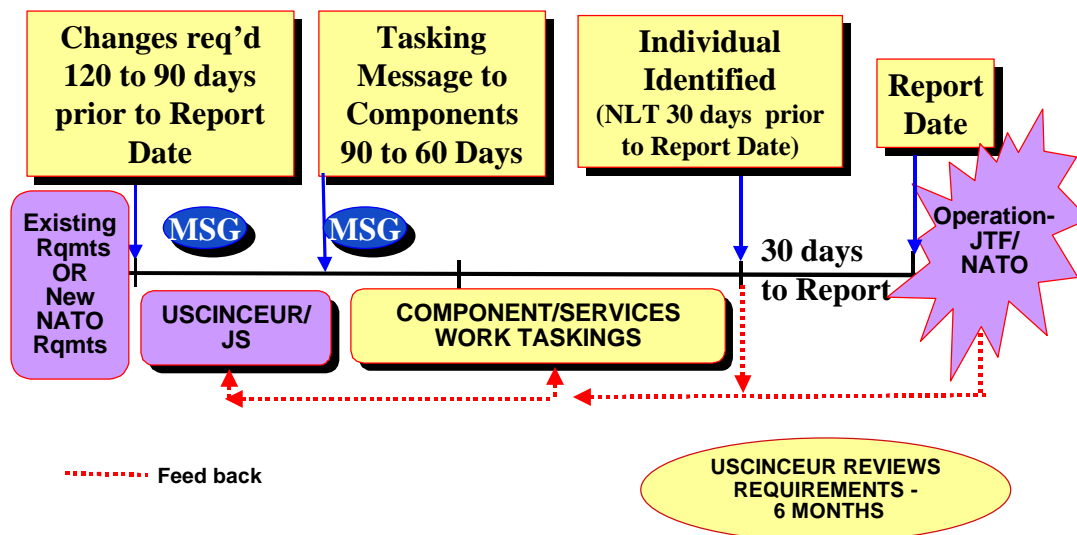
Figure 1



(2). **Cat 2 -Routine.** Routine augmentation is the recurrent fill of an existing, valid billet such as a Crisis Establishment (CE) billet, or support to a major contingency operation such as Operations Joint Guardian, Joint Forge, etc. Processing timelines associated with Cat 2 routine requirements are generally much longer than Cat 1 Immediate requirements. See Figure 2.

Figure 2

CAT 2 Routine Requirements



b. Unit or Team Augmentation. Addressed in CJCSM 3122.01 (JOPES, Vol. 1), an organization or element may deploy in whole or in part, and with or without organic equipment, based upon operational mission tasking. HQ USEUCOM (ECJ3) manages unit taskings. As a result, unit taskings are not included in the scope of this directive.

c. Enabler Forces. Units, teams, or elements providing services or direct Joint Task Force headquarters support, but not officially part of the Joint Task Force staff as listed on the Joint Manning Document.

d. Joint Manning Document (JMD). Document reflecting an activity's projected manpower needs. The Joint Manning Document is USCINCEUR's vehicle to establish a Joint Task Force as an entity, documenting the assignment of augmentation to Joint Task Force billets. The JMD serves as the established baseline to task Theater components for personnel to support USCINCEUR operational and exercise requirements. Throughout a Joint Task Force lifecycle, the JMD serves as the sole historical document for validated augmentation of Joint Task Force billets.

e. Validation. IAW CJCSI 1301.01, HQ USEUCOM will determine and validate its force requirements for a specific mission. HQ USEUCOM will establish internal checks and balances, utilizing its staff directorates and manpower experts to determine if requested personnel augmentation is necessary and sufficient. The HQ USEUCOM Chief of Staff is the final approval authority in the validation process. The final product of this review is a validated JMD.

f. Joint Augmentation. Augmentation provided under the direction of HQ USEUCOM to a joint organization or Joint Task Force based on a published or validated JMD.

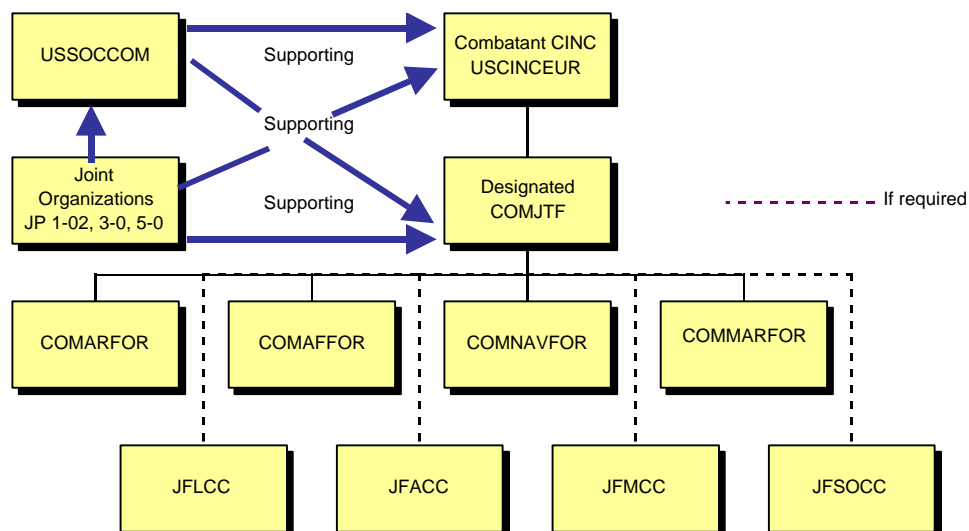
g. Joint Force. Force composed of significant elements, assigned or attached, of two or more military departments, operating under a single Joint Force Commander.

h. Joint Task Force (JTF). A joint force constituted and so designated by the Secretary of Defense, a combatant commander, a sub-unified commander, or an existing joint task force commander.

i. Joint Force Commander (JFC). A combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force.

j. Functional Component Command. A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time. COMJTF may establish subordinate functional component commands to provide centralized direction and control of certain functions such as planning, coordination, allocation, and tasking when necessary. JTF subordinate functional component commanders have distinctly different C2 relationships than Service component commanders. JTF functional component commands normally established are Joint Force Air Component Command (JFACC), Joint Force Land Component Command (JFLCC), Joint Force Maritime Component Command (JFMCC), and Joint Force Special Operations Component Command (JFSOCC).

Figure 3
(1) JTF with Functional Commands



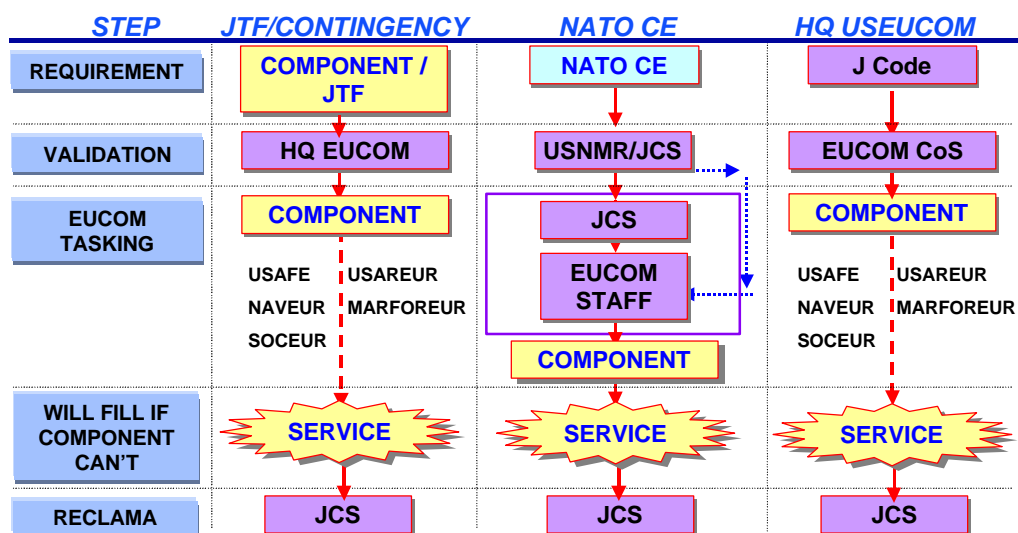
NOTE: USCINCEUR will scrutinize joint augmentation to component/ functional commands below the JTF headquarters level. COMJTF should task subordinate commands, as appropriate, to provide each other with coordinating staffs, liaison officers, and working cells or elements. COMJTF should strive to avoid duplication of functions

through Liaison Officer (LNO) exchanges or support relationships.

7. Establishing Individual Augmentation Requirements. A USCINCEUR order or specific NCA-directed JCS order establishes the basis for tasking theater components for augmentation. There are four basic types of IA requirements: (1) Joint Task Force/Emerging Contingency, (2) NATO Crisis Establishment, (3) HQ USEUCOM, and, (4) CJCS JTF Sponsored Exercises. CJCSI 1301.01 regulates the first three. CJCS JTF Sponsored Exercise IA requirements are addressed in paragraph 11. The CJCSI 1301.01 process outlined in Figure 4 below is broken down by IA type. Step by step procedures for establishing, validating, tasking, and filling each augmentation type are subsequently addressed.

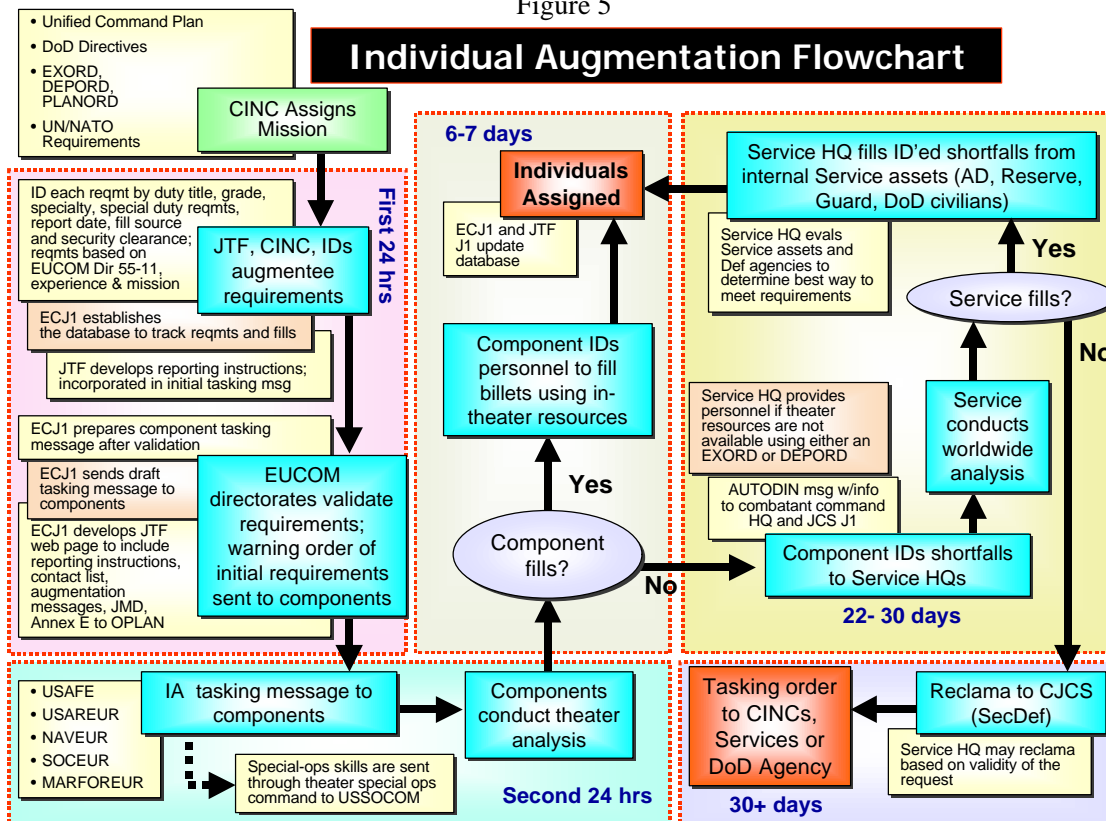
Figure 4

CJCSI 1301.01 - The Process



8. Joint Task Force/Emerging Contingency IA Requirements. Individual Augmentation for a JTF/Emerging Contingency is normally Category 1--Immediate. Through USCINCEUR and an NCA-directed CJCS PLANORD, DEPORD, or EXORD, a JTF/Joint requirement is identified and formed to meet a crisis. NCA/CJCS orders establish command and control and unified command supporting/supported relationships for services and supporting defense agencies outside the USEUCOM area of responsibility (AOR). These orders form binding relationships in accordance with CJCSI 1301.01 and Service Title 10 responsibilities for a wide range of activities, including augmentation. A USCINCEUR or NCA-directed event, such as establishing a JTF, authorizes USCINCEUR ECJ1 to task USEUCOM Service Components for augmentation. Additionally, IAW CJCSI 1301.01, NCA/CJCS orders direct Services to support USCINCEUR validated requirements in the event personnel are not available within theater. The steps below outline procedures for processing JTF/Emerging Contingency Requirements.

Figure 5



a. Step 1. Establishing Individual Augmentation Requirements for JTF/Contingency.

Once the mission is established via NCA/USCINCEUR orders, the JTF Staff in conjunction with the HQ USEUCOM staff develops IA requirements. **This process is normally accomplished within the first 48 hours following release of an NCA/USCINCEUR-order establishing a JTF.**

(1). **JTF Mission Analysis.** Upon establishment of a JTF, the designated COMJTF and his staff normally form the basis of the JTF headquarters staff, i.e. the Operations officer becomes the J3, the Intel Officer becomes the J2, etc. COMJTF and his staff conduct mission analysis to determine mission tasks and USCINCEUR's mission intent. In transitioning from a single-service organization to a true JTF, the Joint Manning Document (JMD) forms the basis for tasking other activities to augment the staff. **USCINCEUR establishes the Joint Task Force and directs components to assign individuals directly to JTF Joint Billets by means of the JMD.**

(2). **Joint Task Force Draft Joint Manning Document.** COMJTF develops and organizes a draft JTF JMD for USCINCEUR approval. This document provides the baseline for JTF headquarters manning, and is used for strength reporting, personnel accounting, awards eligibility determination, base support, and a host of other services and functions. JTF headquarters are organized based on unique mission requirements. The JMD must identify personnel requirements necessary to accomplish the mission. During JMD development, COMJTF will evaluate current personnel resources available to meet requirements. **COMJTF must seek to fill as many requirements as possible from his immediate available personnel assets**

first. The remaining vacancies form the basis for IA tasking to the various components (including the COMJTF service component). At a minimum, the JMD must have the following critical elements: Line Number, Duty Description, Grade, Skill/Specialty, Security Clearance, Source or Service, Remarks (special skills), and any incumbent data (Name, Rank, SSN, and parent unit of an incumbent identified to fill the requirement). All locally available personnel filling a JMD position must be annotated against a validated paragraph and line number.

NOTE: JMDs from previous deployments and operations are available at <www1.eucom.smil.mil/ecj1/ECJ1.html>. These historical documents provide potential “boilerplates” from which a staff can build their JMD vice starting from scratch. Additionally, there are other useful tools available, such as MOS/AFSC conversion charts to assist with cross-referencing skill codes and duty titles for all services and civilian specialties. To assist further, ECJ3 also provides examples on the EUCOM ECJ3 S-LAN Homepage under ED 55-11.

(3). **USEUCOM DJTFAC Support.** In accordance with USEUCOM Directive 55-11, Change 1, members of the USEUCOM Deployable Joint Task Force Augmentation Cell (DJTFAC) do not fill JTF positions. This element deploys as a unified USEUCOM staff element to provide training, mentorship and joint expertise to the JTF staff for up to 45 days from the start of JTF operations.

(4). **Approval and Submission of JTF Draft Joint Manning Document.** COMJTF will submit a draft JTF JMD to USCINCEUR (ECJ1) for validation within 48 to 72 hours after JTF establishment. NOTE: To initiate the unit tasking process, forward specific additional unit requirements, such as theater enabler forces, to ECJ3 as soon as practical.

b. Step 2. Validating Individual Augmentation Requirements for a Joint Task Force/Contingency. Immediately upon receipt of an augmentation request and draft JMD, ECJ1 will coordinate with counterpart staff directorates to review and validate requested positions. Simultaneously, ECJ1 will provide copies of the initial draft document, via warning order of initial requirements, to each service component for review and comment. Upon receipt of the proposed JMD, HQ USEUCOM staff directorates, in conjunction with personnel guidance from ECJ1, will work directly with counterpart JTF staff elements to “fine-tune” the JTF staff composition. Directorate-level leaders will perform a final validation of respective subordinate counterpart staffs. Prior to completion of JMD validation, ECJ1 will consider feedback received from components and HQ USEUCOM staff directorates. The end product of this coordination will be a validated JMD listing positions by paragraph, line number, duty title, grade, branch of service, skill/specialty code, security clearance and special remarks. ECJ1 will staff the final product to the USEUCOM Chief of Staff or his designated representative for approval. USEUCOM Chief of Staff approval is the final step in JMD validation. Upon approval, ECJ1 will forward an IA tasking message to components as required. **The time standard for this process is 24 hours from HQ USEUCOM receipt of COMJTF’s draft JMD to the release of IA tasking message.**

c. Step 3. Tasking Individual Augmentation Requirements for Joint Task Force/

Contingency. USCINCEUR (ECJ1) will task components (Cdr, USAREUR, COMUSAFE, CINCUSNAVEUR, COMMARFOREUR, and CG, SOCEUR) via record traffic (message) to provide individual augmentation to a JTF. **Once the tasking message (record traffic) is released, the JTF JMD becomes an official USCINCEUR document. ECJ1 is responsible to maintain the JMD. Any additions, deletions, or changes to the JTF JMD must be requested through subsequent record traffic to ECJ1.**

NOTE: Special Operations Force (SOF) Requirements. Requests for IA requiring SOF unique skills in support of USEUCOM and SOCEUR components will be submitted to ECJ1. ECJ1 will coordinate validation of SOF requirements with SOCEUR. Validated requirements that can not be filled with in-theater personnel resources will be passed back to USCINCSOC for fill by COMSOCEUR with info copy furnished to the Joint Staff J1. The 'pass back' message requesting support of USCINCSOC may take the form of a coordinated message developed by USCINCEUR (ECJ1) and COMSOCEUR (SOJ1) and other directorates as appropriate.

d. Step 4. Filling Individual Augmentation Requirements for JTFs / Contingency.

Upon receipt of USCINCEUR record traffic, components will identify and provide augmentation to support the JTF. Since most JTFs are initially Category 1--Immediate requirements, components should strive to fill requirements from within theater to meet operational timelines. If a USEUCOM service component cannot meet a USCINCEUR requirement, they will pass the requirement, IAW CJCSI 1301.01, to their service headquarters, and officially notify both ECJ1-OO and Joint Staff J1. **The time standard for assignment of IA to fill a CAT 1--Immediate requirement is 72 to 96 hours after official tasking (record traffic release).** As individuals are identified to fill USCINCEUR augmentation requirements, components are responsible for providing ECJ1 with standard name line data (e.g., name, social security number, rank, occupational specialty, security clearance, reporting date, joint position number, etc.) via record traffic. The tracking of positions and reporting of IA status will be done using the joint position number. Components will include the joint position number in all record traffic regarding IA fills.

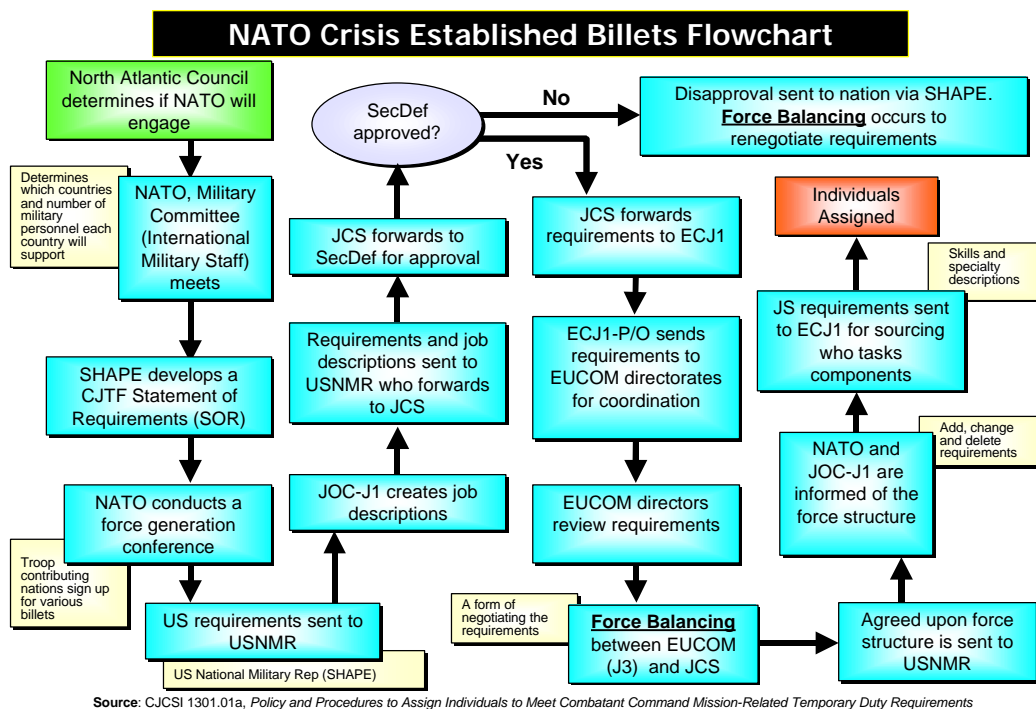
(1). In-Theater Shortfalls. Upon receipt of an IA tasking, USEUCOM components will conduct an in-theater analysis of assigned forces. Components lacking sufficient in-theater personnel assets will pass the shortfalls to their parent service department (Dept. of the Army, Navy, Air Force, Marine Corps, etc.) for fill in accordance with Title 10, USC 12304 and CJCSI 1301.01. This request must be submitted via record traffic with copies to the service headquarters, ECJ1, supported JTF J1, Joint Staff J1 PRD, and any involved defense agencies. This system is not intended for subordinate commands to question the validity of USCINCEUR requirements. Component input early during the validation process is the appropriate venue to provide feedback on IA requirements. Upon USEUCOM Chief of Staff approval of the Joint Manning Document, all requirements are firm.

(2). Service Headquarters Shortfalls. If service headquarters are unable to meet a supported CINC's requirement, they will RECLAMA, IAW CJCSI 1301.01, the tasking to the Joint Staff J1 for further consideration or alternate tasking as appropriate. USEUCOM components will fill all Category 1--Immediate taskings until final Joint Staff determination is

complete.

9. NATO Crisis Establishment Individual Augmentation Requirements. Assignment of IA to support NATO Crisis Establishment (CE) billets requires NCA/JCS approval. The assignment of U.S. personnel to fill NATO CE requirements is very complicated. Most NATO CE requirements are recurring (Category 2 – Routine). However, there are cases where NATO CE requirements may be Immediate (Category 1) by nature. The chart below highlights the NATO process.

Figure 6



NOTE: A Peacetime Establishment (PE) billet is a permanent NATO position. U.S. PE commitments are taken from the U.S. Force structure. PE billets are filled on a recurring basis via each service's personnel assignment system, and are not included in the scope of this directive.

a. Step 1. Establishing Individual Augmentation Requirements for NATO Crisis Establishment (CE). Documentation originates with the multi-national staff in the form of a CE Manning Document. Proposed U.S. personnel requirements are staffed through the United States National Military Representative (USNMR) at NATO Headquarters, and forwarded with proposed job descriptions to the Joint Staff J3/J1. **An information copy is forwarded to USEUCOM for review. At this point, the USEUCOM Staff will review the requirements and provide input to the Joint Staff for consideration. USEUCOM will request the Joint Staff identify the sourcing strategy for each billet as part of the process. Following Joint Staff J3/J1 review (with USEUCOM input), requirements are forwarded to the Secretary of Defense for validation and approval. The Secretary of Defense/CJCS approves the U.S. contribution to the NATO Crisis Establishment operation, (listed on the CE Manning Document)**

in the form of record traffic. The record traffic forms the basis for USEUCOM (ECJ1) management of long-term/rotational augmentation. This process normally takes about 30 days.

NOTE: USEUCOM cannot contribute U.S. personnel to a NATO CE Billet without SEC DEF/JCS approval.

b. Step 2. Validating Individual Augmentation Requirements for NATO Crisis

Establishment. Upon receipt of the Secretary of Defense approved NATO CE, HQ USEUCOM staff directorates, in conjunction with personnel guidance from ECJ1, will work directly with the Joint Staff and NATO staff elements to “fine-tune” the requirements. ECJ1 will provide copies of the initial draft document, via warning order of initial NATO CE requirements, to each service component for review and comment. Prior to completion of the NATO CE Tasking Message, ECJ1 will consider feedback received from components and HQ USEUCOM staff directorates. The end product of this coordination is a refined NATO CE document listing positions by paragraph, line number, duty title, grade, branch of service, skill/specialty code, security clearance, special remarks and detailed job descriptions. ECJ1 will staff the final product to the USEUCOM Chief of Staff or his designated representative for approval.

c. Step 3. Tasking Individual Augmentation Requirements for NATO Crisis

Establishment. USCINCEUR (ECJ1) will task components (Cdr, USAREUR, COMUSAFE, CINCUSNAVEUR, COMMARFOREUR, and CG, SOCEUR) via record traffic to provide augmentation to NATO. **USEUCOM has five days from receipt of CJCS record traffic until release of USCINCEUR Tasking Message.**

d. Step 4. Filling Individual Augmentation Requirements for NATO Crisis

Establishment. Upon receipt of USCINCEUR record traffic, components identify and provide IA to support the U.S. contribution to the NATO CE. NATO CE requirements are normally Category 2--Routine requirements. IAW joint doctrine and CJCSI 1301.01, if a USEUCOM service component cannot meet a USCINCEUR requirement, they will pass the requirement to their service headquarters, and officially notify both ECJ1-OO and Joint Staff J1. **Components have 60 days to task and identify an individual to report to the NATO CE duty location.** As individuals are identified to fill USCINCEUR IA requirements, components are responsible for providing ECJ1 with standard name line data (e.g., name, social security number, rank, occupational specialty, security clearance, reporting date, joint position number, etc.) via record traffic. The tracking of positions and reporting of IA status will be done using the joint position number. Components will include the joint position number in all record traffic regarding IA fills.

10. USEUCOM Individual Augmentation. IA requirements for an emerging contingency may be Category 1--Immediate or Category 2--Routine. The steps below outline procedures and standards for processing USEUCOM requirements.

a. Step 1. Establishing Individual Augmentation Requirements for HQ USEUCOM.

The Joint Table of Mobilization Distribution (JTMD) serves as the USEUCOM baseline document for augmentation. The JTMD is periodically updated with detailed job descriptions. The JTMD will be published and distributed to the Joint Staff and components as planned

requirements.

b. Step 2. Validating Individual Augmentation Requirements for HQ USEUCOM. In the event of a crisis or an emergency, the USEUCOM Chief of Staff will direct a JTMD review to determine additional headquarters manpower requirements. ECJ1 will consolidate staff input and submit a list of requirements for Chief of Staff approval. Once approved, ECJ1 will transmit required record traffic to components.

c. Step 3. Tasking Individual Augmentation Requirements for HQ USEUCOM. USCINCEUR will task components (CDR USAREUR, COMUSAFE, CINCUSNAVEUR, COMMARFOREUR, and CG SOCEUR) via record traffic to augment HQ USEUCOM.

d. Step 4. Filling Individual Augmentation Requirements for HQ USEUCOM. Upon receipt of USCINCEUR record traffic, USCINCEUR components identify and provide augmentation to support USCINCEUR missions. IAW CJCSI 1301.01, if a USEUCOM service component cannot meet a USCINCEUR requirement, they will pass the requirement to their service headquarters, and officially notify both ECJ1-OO and Joint Staff J1 via record traffic.

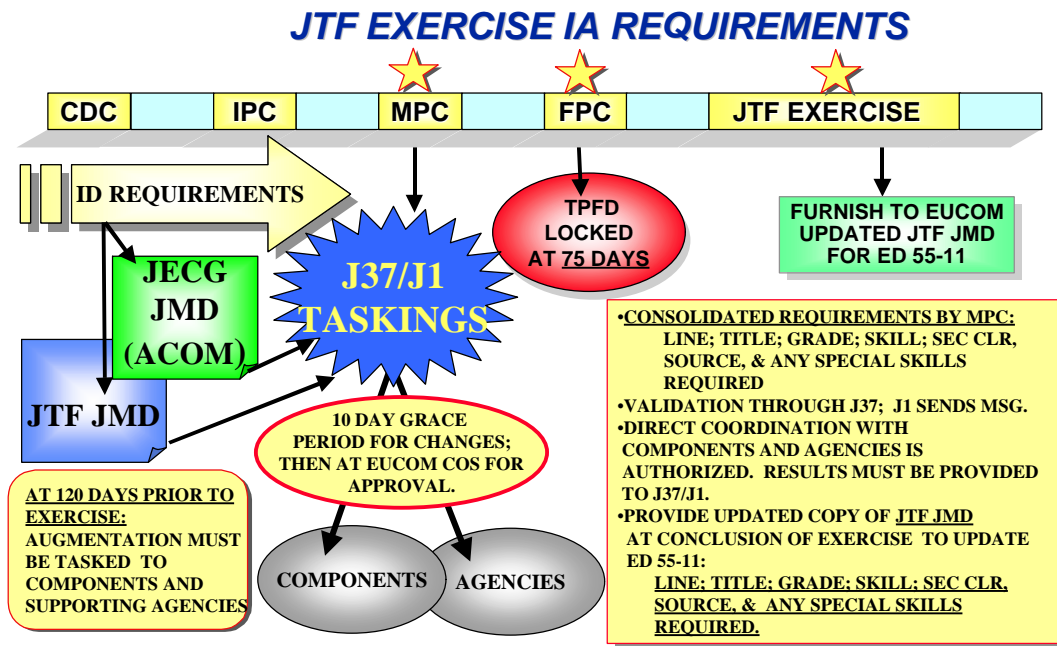
Components will deploy individuals to meet USCINCEUR requirements IAW

Immediate/Routine Category timelines. As individuals are identified to fill USCINCEUR IA requirements, components are responsible for providing ECJ1 with standard name line data (e.g., name, social security number, rank, occupational specialty, security clearance, reporting date, joint position number, etc.) via record traffic. The tracking of positions and reporting of IA status will be done using the joint position number. Components will include the joint position number in all record traffic regarding IA fills.

11. JCS-Sponsored Joint Task Force Exercises. Support to JCS-sponsored exercise programs normally requires identification and tasking to the components 120 days prior to the start of the exercise. The 120-day mark usually coincides with the Exercise Main Planning Conference. CJCSI 1301.01 does not apply to exercises. Exercise manning is primarily accomplished through interaction and consensus among the components and agencies at each planning conference. See figure 7.

a. Step 1. Establishing Individual Augmentation Requirements for JTF Exercises. Once the basis for the exercise is established, the lead component, in conjunction with supporting agencies, develops manning requirements during several exercise planning conferences. There are two basic manning documents, the Exercise JTF JMD and the Joint Exercise Control Group (JECG) manning document. At a minimum, the Exercise JTF JMD and JECG manning documents must have the following critical elements: Line Number, Duty Description, Grade, Skill/Specialty, Security Clearance, Source or Service, and Remarks (special skills). The lead component will provide ECJ3 and ECJ1 a finalized Exercise JTF JMD and JECG manning document at the Main Planning Conference.

Figure 7



b. Step 2. Validating Individual Augmentation Requirements for JTF Exercises. Upon receipt of an exercise augmentation request, ECJ1 will coordinate with counterpart staff elements to review and validate requested positions. ECJ1 will provide copies of the initial draft document, via warning message, to each service component for review and comment. ECJ1 will staff the final product to the USEUCOM Chief of Staff or his designated representative for approval. Immediately following approval, ECJ1 will transmit an IA tasking message to components as required. **The time standard for this process is 10 days after Main Planning Conference to the release of Exercise IA tasking message.**

c. Step 3. Tasking Individual Augmentation Requirements for Joint Task Force Exercises. USCINCEUR (ECJ1) will task components (CDR USAREUR, COMUSAFE, CINCUSNAVEUR, COMMARFOREUR, and CG SOCEUR) via record traffic to provide JTF augmentation. Once the tasking message (record traffic) is released, the lead component will manage the document to track force strength and structure.

d. Step 4. Filling Individual Augmentation Requirements for Joint Task Force Exercises. Upon receipt of USCINCEUR record traffic, components and supporting agencies identify and provide augmentation IAW the exercise directive. As individuals are identified to fill exercise requirements, components are responsible for providing **the component conducting the exercise** with standard name line data (e.g., name, social security number, rank, occupational specialty, security clearance, reporting date, joint position number, etc.) via record traffic. The tracking of positions and reporting of IA status will be done using the joint position number. Components will include the joint position number in all record traffic regarding IA fills.

12. Individual Augmentation Tour Deletions and Extensions. USCINCEUR may extend individual augmentees beyond their expected rotation tour date subject to the concurrence of the appropriate Service, Supporting CINC, or Defense Agency IAW CJCSI 1301.01.

13. Reclama's. Reclama's will be IAW CJCSI 1301.01. USCINCEUR Components either fill USCINCEUR's requirements or submit requirement shortfalls to the respective Service Departments for support. Services Departments either support USCINCEUR's requirement or will reclama the requirement with the Chairman of the Joint Chiefs of Staff. Until the reclama is resolved via Service Department channels, USCINCEUR components are responsible to provide Individual Augmentation to support the USCINCEUR's requirements.

14. Proponent. ECJ1-O prepared this regulation. Provide comments, suggestions or recommended changes to HQ USEUCOM, ATTN: ECJ1-OO, Unit 30400, APO AE 09128. DSN (312) 430-5319/5338. HQ USEUCOM Directorates/Special Staff will participate in the conduct of future revisions to this directive.

FOR THE COMMANDER IN CHIEF:

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